

Summary

Person-Environment Fit: Relationship between Person-Organization Fit, Life Satisfaction and Turnover Intentions

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Person-environment fit has come to be defined as the degree of match, correspondence, compatibility, or similarity between people and the environment (Ostroff & Schulte, 2007; Pervin, 1968; Schneider, 1987; Warr, 2007). According to Kristof (1996), fit is “the compatibility between people and organization [environment] that occurs when: (a) at least one entity provides what the other needs, (b) they share similar fundamental characteristics, or (c) both” (p. 4-5). It is believed that when employees achieve high levels of fit with their environment, they are happier and more productive at work (Muchinsky & Monahan, 1987). When there is match between personal values and organizational values or when needs are fulfilled by environment it will lead to positive affects such as job satisfaction, organizational commitment, performance and health (Arthur, Bell, Villado, & Doverspikie, 2006; Cable & DeRue, 2002; Moos, 1987).

There are two basic perspectives about person-environment fit called as supplementary fit and complementary fit (Muchinsky & Monahan, 1987). In supplementary fit (Kristof, 1996; Muchinsky & Monahan, 1987), people may believe they fit the environment because they share similar characteristics, values, norms, or interests with the others in the environment. According to the second perspective, complementary fit, fit occurs when an individual adds something that was previously missing to his or her environment, which in turn provides effective results for that environment (Muchinsky & Monahan, 1987). Complementary fit may be further divided into two types: *needs-supplies fit* and *demands-abilities fit* (Cable & DeRue, 2002; Edwards & Shipp, 2007; French, Caplan, & Harrison, 1982; Ostroff & Schulte, 2007). People have different needs in the workplace including biological needs and psychological desires, motives, or goals (French, Rogers, & Cobb, 1974) and organizations are expected to meet individu-

als’ needs or wishes in order to provide fit which is called as needs-supplies fit (Edwards & Shipp, 2007; French, Caplan, & Harrison, 1982; Kristof, 1996; Ostroff & Schulte, 2007). On the other hand, each environment has some requirements from a person. For instance, organizational requirements could be the demands related to specific tasks or work roles (Edwards & Shipp, 2007); when individuals have the knowledge, skills, abilities (depending on the environment), and resources (e.g., time) to fulfill these demands, then there would be a match between demands and abilities which is called as demands-abilities fit (French, Caplan, & Harrison, 1982; Kristof, 1996).

To further complicate the issue of person-environment fit, multiple levels such as job, organization, vocation, team or supervisor could be the focus of the research. Levels determine how researchers conceptualize the person-environment fit. For example researchers examine the fit between a person and an organization, frequently from the supplementary perspective where the congruence between values, goals, traits and culture are mostly measured (Adkins, Russell & Werbel, 1994; Cable & Edwards, 2004; Chatman, 1991) and examine the fit between a person and a job frequently from the needs-supplies or demands-abilities perspectives (Cable & Edwards, 2004; Kristof-Brown, 2000).

Most of the studies about fit prefer to focus person-organization fit more than other levels. Person-organization fit is described as the compatibility between a person and the organization, where the person and the organization share similar characteristics or meet each other’s needs (Kristof, 1996). Person-organization fit is associated with performance (Arthur, Bell, Villado, & Doverspikie, 2006), organizational citizenship behavior and staying in the organization (Cable & DeRue, 2002; Saks & Ashforth, 1997), job satisfaction and commitment (Cable & DeRue, 1996). Moreover, congruence

between personal values and organizational values results in cognitive dissonance and also dissatisfaction (O'Reilly, Chatman, & Caldwell, 1991).

Person-organization fit is an important antecedent for several individual and organizational outcomes. In person-environment fit studies various variables such as job satisfaction, organizational commitment or turnover intentions have been attracted more attention. To understand the causes of turnover intention is critical both from organizational and personal perspectives. Studies showed that people who are not satisfied with their jobs will have more turnover intentions (see Dick et al., 2004; Hom, Caranikas-Walker, Prussia, & Griffeth, 1992; Spector, 1997; Spector & Jex, 1991).

There are few person-environment fit studies which were conducted in Turkey and few of them among them were used the theories and perspectives of organizational psychology. Those studies frequently focused on job satisfaction and commitment. For example in a study by Ulutaş (2010) positive relationship was found between person-organization fit and job satisfaction, organizational commitment, efficiency and negative relationship was found with job stress and conflict. In another study Karakurum (2005) found positive relationship between person-organization fit and job satisfaction, organizational commitment and performance.

On the other hand, many studies about person-organization fit focused on various variables mostly directly related to workplace such as job satisfaction, commitment, turnover or performance. However few studies have investigated the variables indirectly related to job or workplace such as life satisfaction which is an important indicator of well-being (Linley, Maltby, Wood, Osborne & Hurling, 2009). This study aims to examine life satisfaction as a response to employees' perceptions about person-organization fit.

Life Satisfaction

A feeling of satisfaction with one's life can be viewed as essential to subjective well-being since high life satisfaction has been associated with higher levels of self-esteem, optimism, and lower levels of depression (Compton, Smith, Cornish, & Qualls, 1996; Steger, Kashdan, Sullivan, & Lorentz, 2008). For most people, work is an important part of life (Rain, Lane, & Steiner, 1991) and it is expected to play a critical role in the assessment of life quality. When people feel happy, they would usually have positive mood. Positive mood stimulates being more active which will support success (Lyubomirsky, King & Diener, 2005). However, Erdogan, Bauer, Truxillo and Mansfield (2012) indicated that life satisfaction has been ignored in the literature related to job or employee and job related variables have been ignored in the literature related to life satisfaction. More-

over, in order to understand life satisfaction it is critical to investigate person-environment fit. (Erdogan, Bauer, Truxillo & Mansfield, 2012).

In conclusion this study aims to examine the relationship between person-organization fit, life satisfaction and turnover intentions. In this respect it was hypothesized that person-organization fit is related to both life satisfaction and turnover intentions, besides life satisfaction is related to turnover intentions. A model and two alternative models were tested by using SEM and three models have been compared in this regard.

Method

Participants

Two hundred and eighty three employees participated in this study. Of there 48 % were female and 52 % were male. The mean age of the participants was 30.93 ($SD = 9.11$), age range was 16-61. Most of the participants (80 %) were working in the private companies and they were full time employees (part time $n = 40$, full time $n = 241$). Mean for organization tenure was 5.59 ($SD = 6.38$). Participants were working in different areas such as 10% Education, 10 % Energy, 5 % Automotive, 12 % Health, 5 % Sales and Marketing, 20 % Service, 2 % Security, 5 % Food, 2% IT, 5 % Construction and 3 % Entertainment.

Measures

Person-Organization Fit. Perceived fit between employees and their organization has been measured by using 4 items by Cable and Judge (1996) and Saks and Ashforth (1997) Items were standardized in Turkish by Uysal Irak (2013) and the reliability of the scale was .86.

Life Satisfaction. Life satisfaction was assessed with the Satisfaction with Life Scale (Diener, Emmons, Larsen, & Griffin., 1985). Original scale has reported .87 internal consistency. Standardized into Turkish form (Yetim, 1993) has a reliability of .86, and in this study it has a reliability of .84.

Turnover Intentions. Three item scale by Cammann, Fichman, Jenkins, and Klesh (1979) was used to measure turnover intentions The scale was standardized into Turkish by Gül, Oktay and Gökçe (2008) with .73 internal consistency. In this study reliability of the scale was .74.

Demographics. Participants were asked to indicate their gender, age, type of industry, work schedule (full-time, part-time), type of the organization (private or public), and organizational tenure.

Results

Means, standard deviations, zero-order correla-

tions for the measured variables are shown in Table 1. Correlations between variables were supported all hypothesis. According to the analysis there was a significant positive correlation between person-organization fit and life satisfaction ($r = .43$), negative correlation between person-organization fit and turnover intentions ($r = .52$) and negative correlation between life satisfaction and turnover intentions ($r = -.40$).

In the first step total scores of the participants in three main variables were compared between men and women participants. ANOVA results showed significant differences between genders in terms of their person-organization fit perceptions ($F_{1,266} = 4.43, p = .04$). According to the results, women ($M = 19.31$) reported higher person-organization fit perceptions and higher life satisfaction scores ($M = 18.13$) compared to men ($M = 18.18$) ($M = 16.92$). However no significant differences were found turnover intentions of men and women employees.

In the second step, two groups, people who have high versus low levels of person-organization fit were examined in terms of their life satisfaction and turnover intention levels. According to the MANOVA results, participants who were in the low person-organization fit ($M = 8.25$) group reported higher levels of turnover intentions compared to the participants who were in the high person-organization fit ($M = 5.76$) group. Moreover participants in the high person-organization fit group ($M = 19.09$) reported higher life satisfaction compared to the participants in the low person-organization fit group ($M = 15.87$) (Wilks $\lambda = .80, F_{2,259} = 32.17, p = .000, \eta^2 = .20$, power 1.00).

In the last step, the proposed model was analyzed with SEM using AMOS 7.0. According to the analyses, our proposed model had a good fit to the data; $\chi^2(51) = 144.79, p = .00$, NCI (χ^2/sd) = 2.84, CFI = .94, RMR = .09. In addition two alternative models were also tested and three models were compared (Byrne, 2001). In the first alternative model the direct path from person-organization fit to turnover intentions was removed, and in the second alternative model the direct path from person-organization fit to life satisfaction was removed. Fit indices of the three models were compared and according to the results, best model was the first proposed model consisted of three direct paths from person-organization fit to life satisfaction, person-organization fit to turnover intentions and life satisfaction to turnover intentions (see in Table 2). Second best model was the model where the path from person-organization fit to turnover intentions was excluded from the model.

Discussion

In this study the relationship between person-organization fit and turnover intentions were studied and life

satisfaction was also investigated in terms of its relation with two variables. Results showed that life satisfaction has significant association with both person-organization fit and turnover intentions. According to the study people who have higher levels of person-organization fit also reported higher levels of life satisfaction compared to people who have lower levels of person-organization fit. Life satisfaction has not been studied in person-environment fit studies before. However it is known that job is an important part of life so job satisfaction is an important indicator of life satisfaction. When the outcomes of this study were discussed by using Social Identity Theory, it confirms previous studies in the literature. For example, according to Dick and his colleagues (2004) norms and identity in the organization determines organizational identity which predicts job satisfaction and turnover intentions. Therefore, person-organization fit is important not only for the outcomes related to the job but also for other variables that are not directly related to the job. Although person-organization fit has a moderate relationship with life satisfaction in this study, this value should be interpreted as significant for organizational psychology research.

Our proposed model where direct paths from person-organization fit to life satisfaction, person-organization fit to turnover intentions and life satisfaction to turnover intentions has given the best fit to the data compared to the alternative models. In other words, person-organization fit predicts both life satisfaction and turnover intentions and life satisfaction predicts turnover intentions. Although there are many antecedents of life satisfaction, this study highlights the important of person-organization fit in terms of its influence on participants' satisfaction with their lives. Moreover supporting several studies such as Lee and Mowday (1987) person-organization fit is also related to turnover intentions.

Significant differences were found between person-organization fit and life satisfaction levels of women and men employees. In the literature of person-organization fit, gender differences have not been an important issue. Although some studies hypothesized gender differences between men and women managers in terms of their congruence with their environment, no significant differences were found (see Lovelace & Rosen, 1996). However in this study gender difference was significant. Maybe this is related to the difference between perceptions about congruence. Although no direct study has been investigated this difference, some studies discussed the differences between men and women experiences about workplace (Repetti, Matthews, & Waldron, 1989). Moreover women participants had higher life satisfaction compared to men participants. Previous studies have not demonstrated much difference between life satisfaction levels of men and women (Fujita, Diener & Sand-

vik, 1991). In a cross cultural study of life satisfaction, Diener and Diener (1995) did not find any significant difference between life satisfaction of men and women but they found women participants had significantly higher family satisfaction, friend satisfaction and financial satisfaction compared to men participants. In the same study men and women employees from Turkey had equal life satisfaction scores (Diener & Diener, 1995). Therefore new studies are needed in order to test any gender differences related to life satisfaction. In addition new studies should take account other variables which can be crucial for specific gender such as job sharing at home, workload, childcare or flexible working schedule.

In conclusion this study revealed that person-orga-

nization fit is not only important for job satisfaction but also it is crucial for employees' general life satisfaction. General well-being and happiness in life are important topics. Because life satisfaction has not been studied in person-environment fit literature before, new studies are needed. In future studies job satisfaction would also be measured and included in the model. By doing that job satisfaction and life satisfaction would be investigated together and their role related to person-environment fit would be explored. Maybe job satisfaction is a mediator between person-organization fit and life satisfaction. Overall this study has revealed the importance of employee's belief about the fit between their values and organizational values or values of colleagues'.